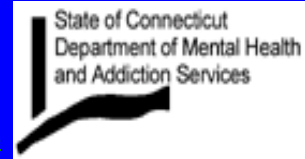




Workforce Development

Human Resource Department

Shaping a quality, diverse workforce through competence, commitment and pride



DMHAS Human Resources Department

Staffing Patterns and Diversity / Cultural Competence Demographics

Benchmark Assessment Report

The Human Resource Department has been centrally structured and organized. It continues to focus on enhancements to the diversity / competence of the human resources office as a reflection on the demographics of the DMHAS workforce and clients served.

This report provides an overview on the DMHAS Human Resource Department. It consists of two sections:

- ❑ Structure and Staffing
- ❑ Diversity / Cultural Competence - Demographics

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Agency Administrator of Human Resources

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Human Resources – Workforce Development Services

1. Structure and Staffing

Human Resources has been **reorganized and centralized** throughout the Department of Mental Health and Addition Services.

In addition to *payroll / benefits* and *workforce development*, the functions of *employment, information system*, and *labor relations* are centralized. The *operations and administrative support* function has been established which provides oversight and supervision to the *human resource field offices* within the DMHAS state-operated facilities.

Centralized Functions and Services :

- ❑ Employment
- ❑ Human Resource Information
- ❑ Labor Relations
- ❑ Field Operations and Administrative Support
- ❑ Payroll and Benefit
- ❑ Workforce Development

Authority

- ❑ Human Resource decisions are centralized and ultimately rest with the Agency Director of Human Resources. This includes the field offices within the DMHAS state-operated facilities. From an organizational and systematic approach, this promotes efficiencies in areas of staffing and process. In addition, a “*Human Resources Center*” located on the grounds of Connecticut Valley Hospital and formally known as the Processing Center has been established. Human Resource functions for River Valley Services and Connecticut Valley Hospital has merged under the title “*Middletown Campus*”.

Best /Preferred Human Resource Business Practice Model

- ❑ This involves an innovative view of workplace management. Its techniques support the leadership (managers and supervisors) within our organization. In partnership, resources are provided to insure the workforce is able to successfully accomplish the mission and goals of the department. This involves a “*Partnership Model*”. As such, human resource techniques are expressive of the goals, values and operating practices of the organization and applied throughout the department in a standard and consistent manner.

Benefits

- ❑ Clear and strengthened leadership;
- ❑ Effective communication of strategic goals and objectives;
- ❑ Effective communication of the mission and vision;
- ❑ Ability to act strategically at the agency level;
- ❑ Strengthened partnership with the other core functions of the agency at the executive management level;
- ❑ Improved ability to provide effective and efficient customer driven human resource services and programs.

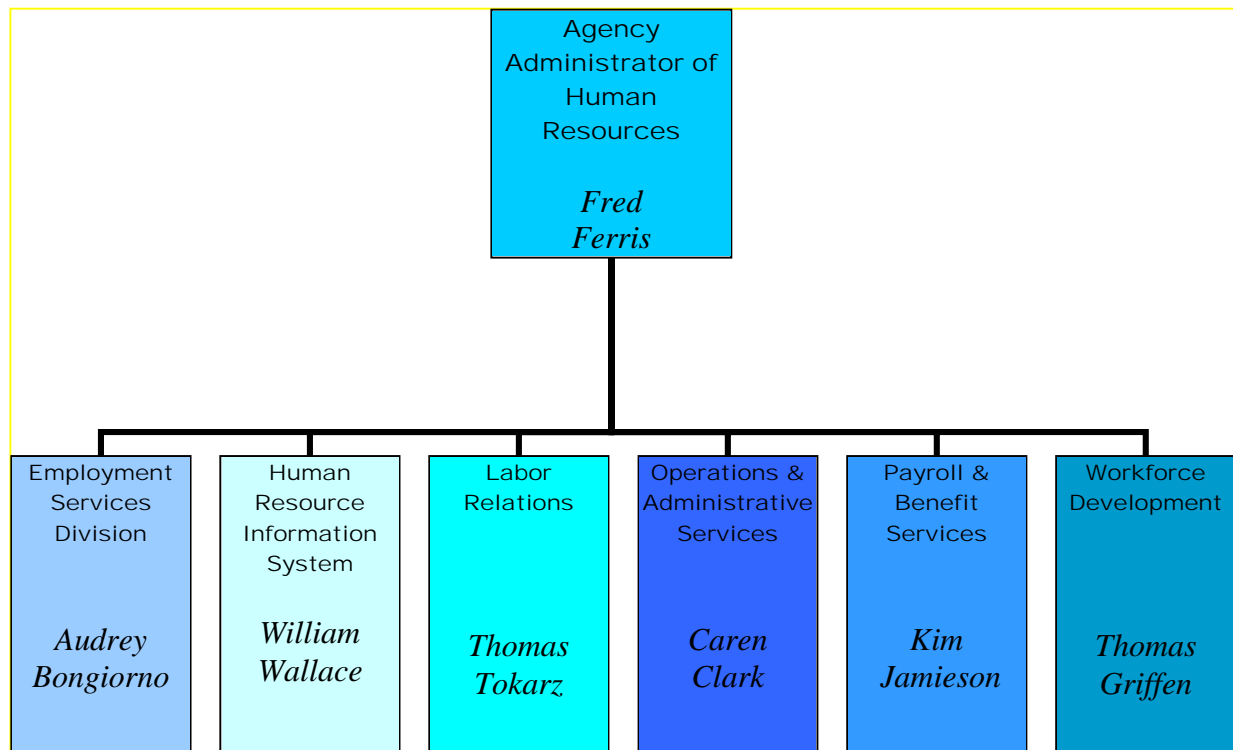
Results

- ❑ Consistent decision-making;
- ❑ Effective processes;
- ❑ Improved communication;

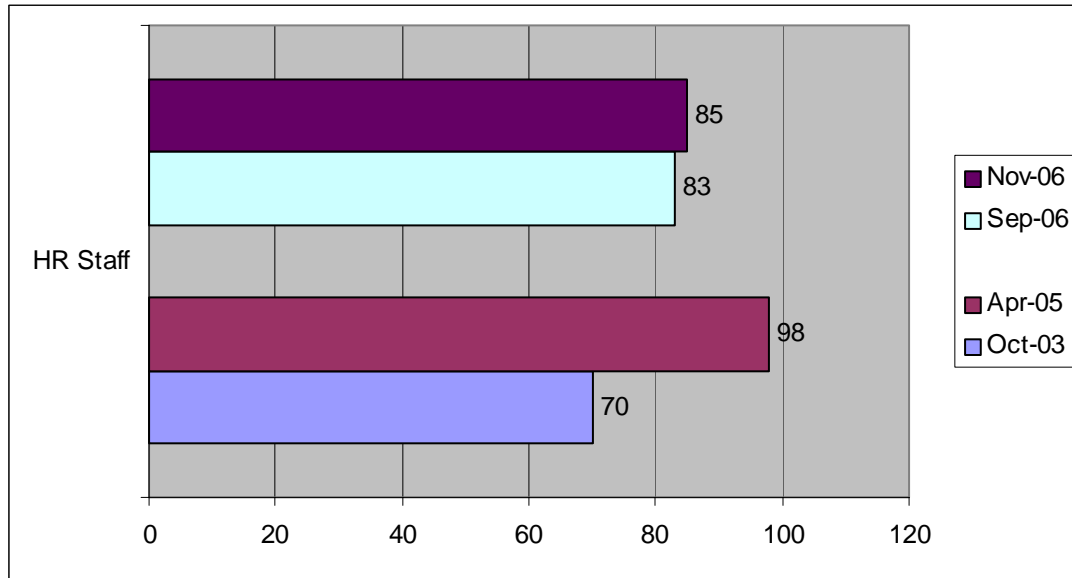
- ❑ Better customer services through use of continuous improvement customer feedback tools;
- ❑ Ability to share and cross train staff and resources;
- ❑ Improved service delivery timeframes;
- ❑ Standardized practices and procedures;
- ❑ Reduction of procedural issues;
- ❑ Enhanced efficiencies within the organization.

Leadership Team

Human Resources
Department of Mental Health and Addiction Services



A. HUMAN RESOURCE STAFFING LEVEL TRENDS 2003-2006

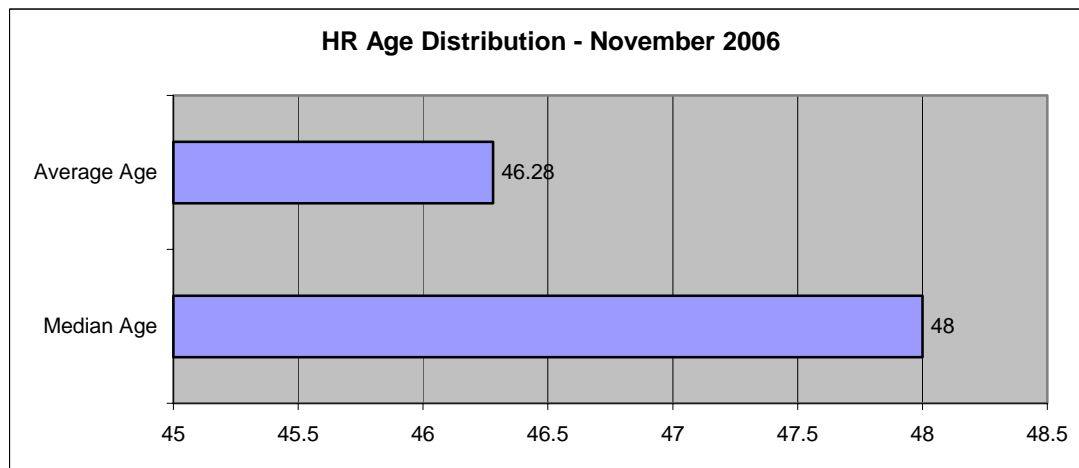


October 2003: HR Staff following layoff and early retirements.
 Summer 2006: Reorganization and Centralization approved for implementation
 September / November 2006: HR Current Staffing levels
 (Current Staff does not include 3 additional Temporary Worker Retirees)

Key Finding

- *HR staff decreased by @ 15.29% since its staffing level peaked in April 2005. This trend is attributed to the impact of centralization and coordination of human resource function on staffing levels.*

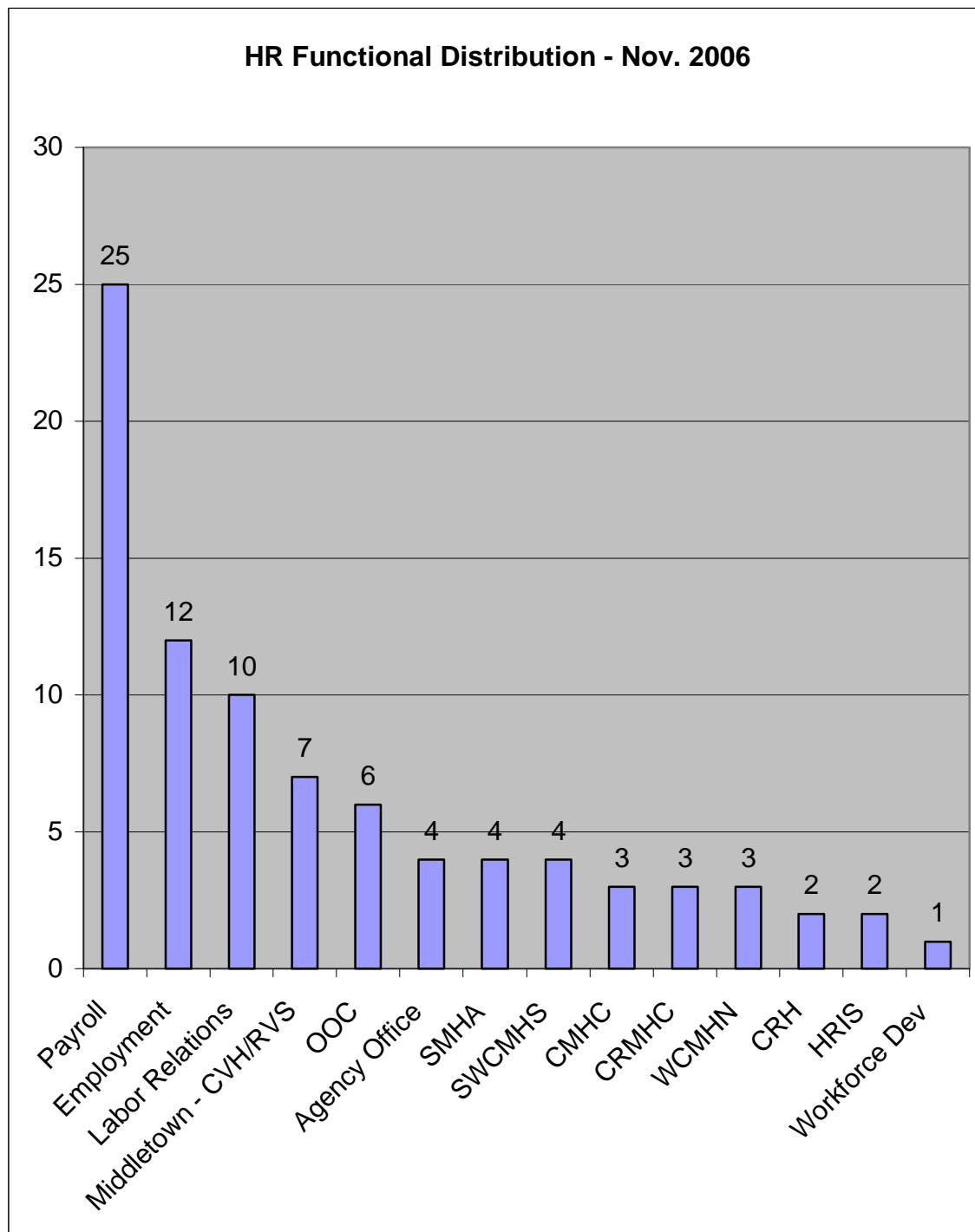
B. HUMAN RESOURCE STAFFING: AGE DISTRIBUTION



Key Finding

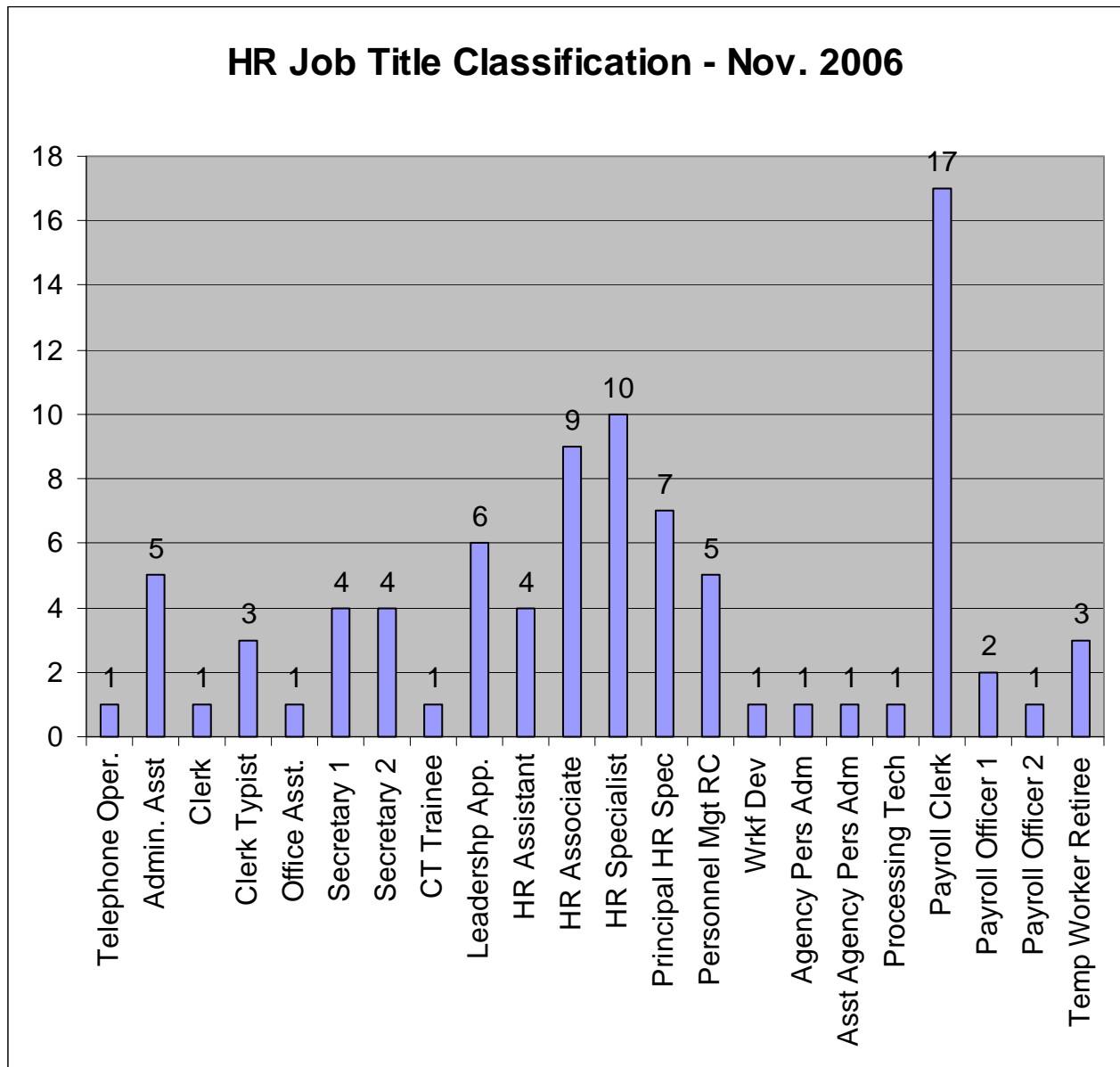
- *The U.S. Bureau of Labor Statistics had determined that 50% of the U.S. population will be over 50 years of age in 2006. The average and median age of DMHAS Human Resource Staff is several percentage points lower than the overall U.S. population average.*

C. HUMAN RESOURCE STAFFING: FUNCTIONAL AREA DISTRIBUTION



Agency Office includes: F Ferris, C Clark, R Cioffi, and H Jackson
Employment, Payroll & Benefits, HR Information Systems, and Labor comprise Human Resource Center
Middletown Campus: CVH and RVS HR field offices

D. HUMAN RESOURCE STAFFING: JOB TITLE DISTRIBUTION



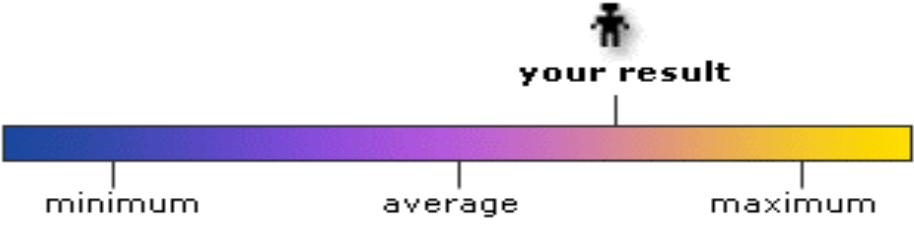
Key Findings

- ❑ *HR staff comprises about 2.17% of our organization's workforce. Put another way, there are 2.17 HR staff members for every 100 employees on payroll.*
- ❑ *HR Staff Ratio: Benchmark Metrics -*
BNA's staffing ratio metrics calculate the number of HR professionals on staff for every 100 workers that your organization employs. The median HR department staff ratio--the number of HR staff to total employees served-- increased from 1.0 percent in 2004 to 1.1 percent in late 2005. The finding coincides with net increases in HR staff levels reported by surveyed organizations. Within DMHAS, the current HR/Staff Ratio = 2.2 which is within the higher end of the average ratio range. It also incorporates a wide range of Human Resource services in addition to traditional personnel administration functions.

METRIC BENCHMARK COMPARISONS

Here's how the organization's HR staffing ratio compares with other participants in BNA's HR Benchmarks and Analysis survey for 2005-2006:

<p>Step 1: Enter Number of Full Time Equivalent HR Staff</p> <div style="border: 1px solid black; padding: 2px; width: 60px; text-align: center;">88</div>	<p>1. Full-time equivalent HR staff: Include managerial, professional/technical, and clerical HR positions. Excludes HR positions that are vacant.</p>
<p>Step 2: Enter Average Number of Employees</p> <div style="border: 1px solid black; padding: 2px; width: 60px; text-align: center;">4047</div>	<p>2. Number of employees: Include full and part-time workers on the active payroll.</p>
<p>*HR Staff Ratio:</p> <div style="border: 1px solid black; padding: 2px; width: 60px; text-align: center;">2.17</div> %	<p>*HR Staff Ratio: Do not enter a number .. Your final result is based on your previous entries for full-time equivalent HR staff and number of employees.</p>



your result

minimum average maximum

<div style="border: 1px solid black; padding: 2px; width: 60px; text-align: center;">0.01</div> %	<div style="border: 1px solid black; padding: 2px; width: 60px; text-align: center;">1.1</div> %	<div style="border: 1px solid black; padding: 2px; width: 60px; text-align: center;">8</div> %
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BNA is a leading provider of HR research on topics ranging from recruiting and retention to job absence, turnover, and labor/management negotiations. BNA provides trusted metrics and benchmarking data for assessing the HR function. BNA uses a variety of time-tested metrics to track HR trends and deliver accurate benchmarks based on extensive research.

2. Diversity / Cultural Competence – Demographics

The workforce consists of a boundless array of **cultures, races, and ethnicities**. With this diversity comes incalculable energy and optimism. The enduring contributions of minorities and the diversity it brings, rest on a foundation of mental health. Mental health is fundamental to overall health and productivity. It is the basis for successful contributions to family, community, and society. Throughout the lifespan, mental health is the wellspring of thinking and communication skills, learning, resilience, and self esteem. This is also applicable to the workforce that delivers services to the patients and clients served.

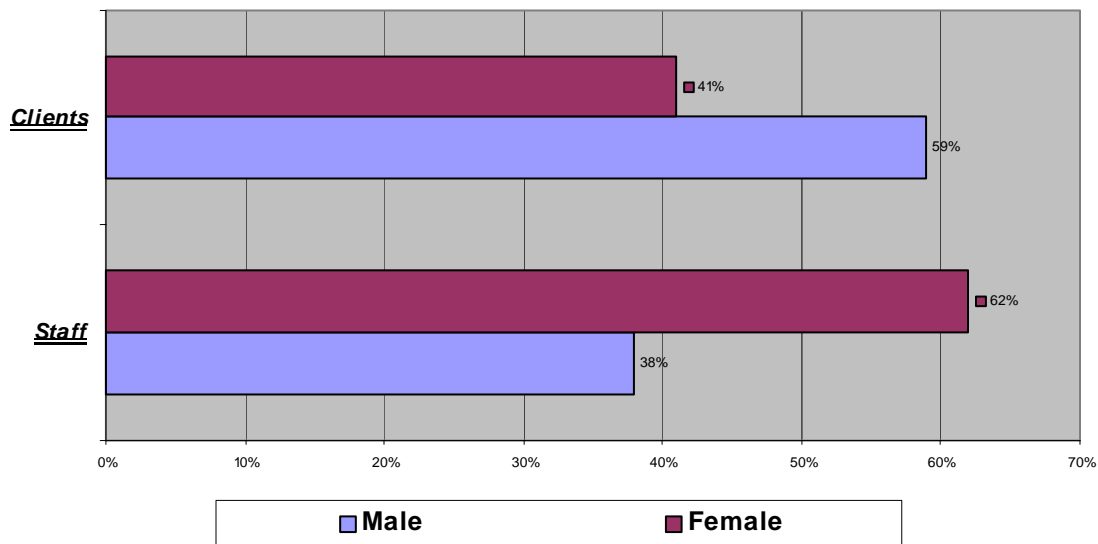
Human Resources, as an effective change agent in the process of meeting the Department's commitment to providing **culturally competent** services throughout our system of health care, strives to reflect the diversity of its workforce. This includes both the clients served as well as the staff that provide these services.

A. GENDER DIVERSITY

DMHAS Staff: 62% Female
38% Male

Client Population : 41% Female
59% Male

Demographics - Gender



HR Composition : 76% Female
24% Male

November 2006

: 76% Female
24% Male

October 2006

78% Female
22% Male

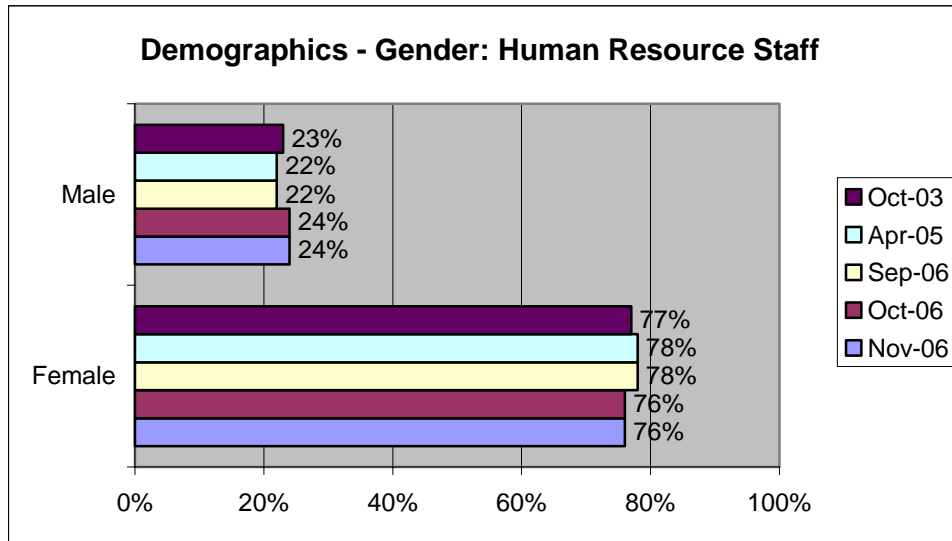
September 2006

78% Female
22% Male

April 2005

77% Female
23% Male

October 2003



Key Finding

□ The gender composition ratio distribution within Human Resources has shown a slight percentage **increase** in the number of males as compared to females during the period 2003-2006. While disparity continues when compared to the DMHAS staff and client populations, this highlights an important trend.

B. RACE / CULTURE DIVERSIT

DMHAS Staff :

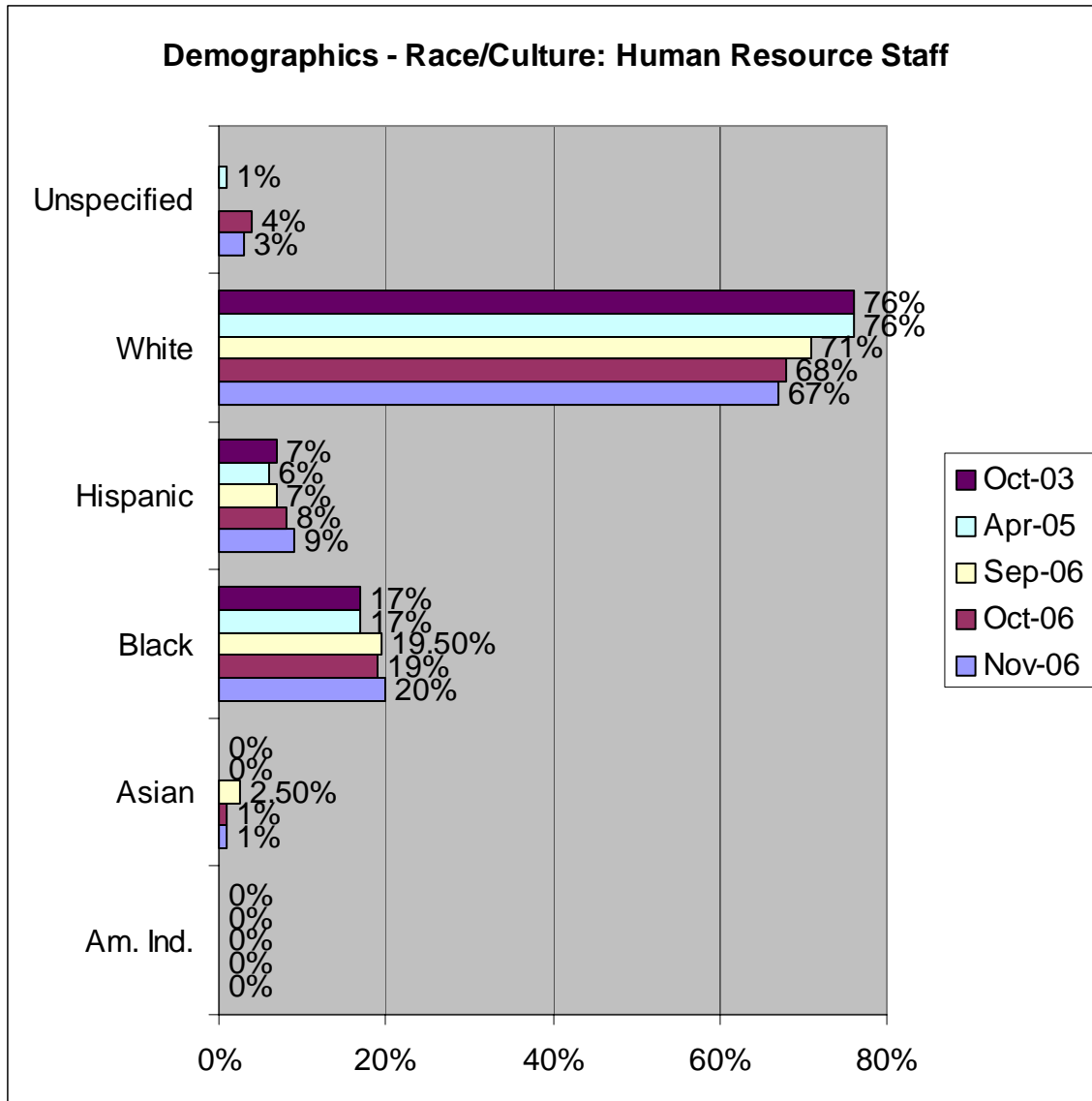
2%	American Indian / Pacific Islander
3%	Asian
23%	Black
9%	Hispanic
63%	White

Client Composition :

0%	American Indian / Pacific Islander
1%	Asian
24%	Black
55%	White

20% identify as White Hispanic
75% identify as Non-White Hispanic

<u>HR Composition :</u>	0%	American Indian / Pacific Islander	<u>November 2006</u>
	1%	Asian	
	22%	Black	
	8%	Hispanic	
	65%	White	
	3%	Unspecified	
	0%	American Indian / Pacific Islander	<u>October 2006</u>
	1%	Asian	
	19%	Black	
	8%	Hispanic	
	68%	White	
	4%	Unspecified	
	0%	American Indian / Pacific Islander	<u>September 2006</u>
	2.5%	Asian	
	19.5%	Black	
	7%	Hispanic	
	71%	White	
	0%	American Indian / Pacific Islander	<u>April 2005</u>
	0%	Asian	
	17%	Black	
	6%	Hispanic	
	76%	White	
	1%	Unspecified	
	0%	American Indian / Pacific Islander	<u>October 2003</u>
	0%	Asian	
	17%	Black	
	7%	Hispanic	
	76%	White	



Key Findings

- ❑ *Race / Ethnic composition of the Human Resource Staff has shown a significant overall percentage increase in the number of Black / African-Americans and Hispanics. A correlating decrease in the percentage of White has also occurred.*
- ❑ *Current Ratio distribution of Human Resource Staff is more closely aligned with the overall racial and ethnic demographics of DMHAS Staff and clients as trended over the three-year period 2003-2006.*
- ❑ *67% of HR Staff are White/Caucasian. 30% of HR Staff are Black, Hispanic or Asian*

Example:

20% of HR staff are Black/African-American and 9% are Hispanic.
 23% of DMHAS staff are Black/African-American and 9% are Hispanic.
 24% of DMHAS clients are Black/African-American